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CIA CAREER SERVICE BOARD

15th Meeting

Thursday, 19 November 1953

4:00 p.m.

DCI Conference Room

Administration Building

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NO CHANGE IN CLASS ☐  
☐ DECLASSIFIED  
CLASS. CHANGED TO: TS S **2011** 25X1  
NEXT REVIEW DATE: \_\_\_\_\_  
AUTH: HR JB-2  
DATE 19 1981 REVIEWER:

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## INDEX

	Page
1. Minutes of previous meeting . . . . .	1
2. Request for Career Development Slot . . . . .	1-2
3. "Responsibility for the Assignment and Career Development of General Administrative Personnel", from the DD/A Career Service Board . . . . .	2-12
4. Selection of Permanent Career Staff . . . . .	12-23
5. Definition of Career Service . . . . .	23
6. Junior Officer Task Force Report . . . . .	23, 24, 25
7. Women's Task Force Report . . . . .	24
8. Alternate for <span style="border: 1px solid black; display: inline-block; width: 80px; height: 1.2em; vertical-align: middle;"></span> . . . . .	25

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## CIA CAREER SERVICE BOARD

15th Meeting

Thursday, 19 November 1953

4:00 p.m.

DCI Conference Room

Administration Building

### In Attendance:

Lyman B. Kirkpatrick, Inspector General, Chairman

Matthew Baird, Director of Training, Member

25X1A9A [ ] Deputy Chief, PP, Member

John F. Blake, Office of the Inspector General

25X1A9A [ ], Acting Personnel Director, Alternate for  
the AD/Personnel, Member

Richard Helms, Chief of Operations, Alternate for the DD/P, Member

25X1A9A Lawrence R. Houston, General Counsel

[ ] AD/Communications, Member

Huntington Sheldon, AD/CI, Member

John S. Warner, Chairman, Legislative Task Force

Lawrence K. White, Acting DD/A, Member

25X1A9A [ ], Chairman, Professional Selection Panel

25X1A9A [ ] Special Assistant, DD/I, Alternate for the  
DD/I, Member

25X1A9A [ ]  
Executive Secretary  
Secretariat  
Secretariat  
Reporter

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. . . The 15th Meeting of the CIA Career Service Board convened at 4:00 p.m., 19 November 1953, in the DCI Conference Room, Administration Building, with Mr. Lyman B. Kirkpatrick presiding . . .

MR. KIRKPATRICK: Gentlemen, we come to order.

The first item on the agenda is the minutes of the 14th meeting held 12 November. Are there any corrections or changes. If I hear no corrections or changes we will consider them approved as submitted.

25X1A9A

Item 2 is a proposed Career Development Slot for [REDACTED], OTR, for approval.

25X1A9A Mr. [REDACTED] will you give us the necessary information?

25X1A9A MR. [REDACTED]: Yes, Sir. There are 24 slots approved now, and this would make the 25th, and there are no other proposals that we have received as yet.

(Reading)

29 October 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT : Career Development Slot for [REDACTED]

25X1A9A

25X1A9A 1. It is requested that a Career Development position be allotted for Mr. [REDACTED], currently on leave of absence to obtain his Ph.D. degree. The duration of his leave of absence will be a minimum of six months, and more likely a year. It is even possible that it would take as long as eighteen months. Mr. [REDACTED] present grade is GS-11. When he returns with this degree, he will be eligible for a GS-12 position.

25X1A9A

25X1A9A 2. Mr. [REDACTED] career plan envisages return to the Assessment and Evaluation Staff to work as an assessment psychologist, both in Headquarters and on rotational overseas assignment.

25X1A9A

3. The specific assignment which is planned when Mr. [REDACTED] returns is assignment to Headquarters Assessment Branch of the Assessment and Evaluation Staff, for him to refamiliarize himself with Agency assessment procedures. Following this assignment, it is anticipated that an overseas assignment will be arranged.

25X1A9A

4. Prior to coming to work with the Agency, Mr. [REDACTED] had completed the major part of the requirements for the Ph.D. degree at Harvard University. It would be impossible to arrange any in-service training which would lead to this degree.

5. A request for a Career Development is made in order to make it possible to carry on the work he would normally do if he were here.

/s/ MATTHEW BAIRD  
Director of Training

CONCURRED IN BY: 16 Nov 53

25X1A9A /s/ [REDACTED]  
for Assistant Director (Personnel)

- 1 -

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25X1A9A MR. [ ] It is my understanding that Mr. [ ] is at present 25X1A9A

using up what accrued annual leave he had. When he has used his accrued annual leave he will then go on leave without pay. It is also my understanding that this does not cost the Agency anything for his tuition because he is bearing the cost of that, isn't that correct?

MR. BAIRD: That is right.

25X1A9A MR. WHITE: If he is going on leave without pay is it necessary to use a career development slot?

MR. [ ]: He would be occupying the slot even if he were on leave without pay.

MR. WHITE: No, not necessarily. If the office concerned will accept responsibility for providing a position when he comes back, it is not necessary to permanently block a slot.

MR. BAIRD: That is fine. We wouldn't have put in this if we had understood that.

MR. KIRKPATRICK: We have had cases like this before, and I would recommend that it be done that way rather than utilizing a slot.

MR. WHITE: All our problem is that you must be sure you provide a slot when he comes back, but it is not necessary to block a slot for an extended period like that while he is away.

MR. BAIRD: I am ignorant and uninformed. I withdraw the application.

MR. KIRKPATRICK: The third item on the agenda is "Responsibility for the Assignment and Career Development of General Administrative Personnel", a memorandum to the DD/A Career Service Board, signed by Colonel White, dated 5 November 1953, which was previously distributed. I have received within the last six minutes a memorandum addressed to the Chairman, CIA Career Service Board, signed by Mr. Sheldon as Acting DD/I, on the subject of this memo.

Is it your desire that I read this memorandum?

MR. SHELDON: I would just as leave have it in the record, yes.

MR. KIRKPATRICK: (Reading)

18 November 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT : DD/A Memorandum to Chairman, CIA Career Service Board dated 5 November 1953, "Responsibility for the Assignment and Career Development of General Administrative Personnel."

- 2 -

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1. At a meeting held by the DD/I with the Assistant Directors of the Intelligence Offices, it was unanimously agreed that the DD/A should not have primary responsibility for the assignment of career employees to administrative positions under the jurisdiction of the Assistant Directors, and that career employees in this category should not receive the career designation "CD-A" unless the subject individual chooses to affiliate himself with the appropriate DD/A Career Service Board.

2. Considering the nature of the duties performed by administrative personnel assigned to the operating offices and the special relationship existing between such individuals and the Assistant Director concerned, it was the unanimous agreement that it was essential that ultimate control over such individuals and the subject positions must rest with the Assistant Directors. It is the consensus of the group that the DD/A proposal is fundamentally unsound in that it would require the individual to serve two masters -- on the one hand to assist the Assistant Director in the internal administration of the Office and to serve as the staff agent for the Office in securing appropriate administrative support from the DD/A, and on the other hand to serve, in essence, as an employee of DD/A, looking to him for his promotions, reassignments, and other actions affecting his career development.

3. Considering the importance of the experience and training in a particular Office's program of work as a prerequisite in many instances for appointment to administrative positions, and the desirability of fostering interchange between program and administrative work, the Assistant Directors further indicated that they saw no reason why the Office concept of career service was not as appropriate for administrative type positions as any other type. They, therefore, were opposed to the DD/A proposal that career employees engaged in administrative work should receive the career designation of the appropriate DD/A Career Service Board.

3 4. It was agreed that it was most desirable that there be an opportunity for the rotation of assignment of administrative personnel among the components of the Agency. It was believed, however, that this could be accomplished through mutual cooperation among the appropriate career service boards without the necessity of assigning primary responsibility for assignment of the subject employees to the DD/A Career Service Board.

5. The DD/I and the Assistant Directors recommended that the following alternate conclusions to the DD/A memorandum be recommended for approval by the CIA Career Service Board:

a. Each Assistant Director shall continue to have primary responsibility for the assignment of career employees to administrative type positions under his jurisdiction. The DD/A shall advise and assist the Assistant Directors on actions affecting such positions, including recommendations concerning selection, assignment, training, rotation and career development.

b. Personnel occupying administrative type positions at the office level shall continue to be assigned to their present office career service board if they desire to continue under its jurisdiction.

/s/ HUNTINGTON SHELDON  
Acting Deputy Director/Intelligence

MR. KIRKPATRICK: Red, in view of the fact this primarily affects you, let me pass this carbon on to you.

Ting, do you want to add anything?

- 3 -

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SECRET

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MR. SHELDON: I think I put everything in there that I intended to say.

MR. KIRKPATRICK: Well, Red, I guess the next throw of the dice is up to you.

MR. WHITE: Well, Kirk, this memorandum which I have signed here, I think is also self-explanatory. I feel that one of the primary weaknesses, if not the primary weakness, in our administrative system today, from an Agency point of view, is the fact that too many, if not most, of our administrative officers throughout the Agency--and we have some good ones, certainly, in spots--did not have a general administrative orientation, or certainly no background in the central administrative system. I believe that if we are ever to have administration throughout the Agency which we are prepared to accept as entirely satisfactory, looking at it in the long view, we should begin to bring in people at lower levels and be sure that they understand the administrative concept we are trying to work under, that they are trained in the central administrative offices at least for a time, and then go out to the departmental administrative positions, and thereafter on to the field administrative positions, and when we have people in those three echelons that have more or less a common background, and speak more or less the same administrative language, I think we then have a good chance of having a good administrative setup career-wise.

Now it is true and I'd like to emphasize that I certainly do not blame the operating components in any way for the fact that we don't have such a system today, and I don't want anybody to think that I think that. I also want to emphasize that I know we have a lot of good administrative officers in the areas, and, turning to the DD/I area particularly, that have been brought up in those offices and trained by those offices, and it is entirely right and proper that as of now, certainly, they probably feel a much closer affiliation with those offices than they have any right to feel with a CD-A career designation. And I certainly have no intention of trying to wreck that system which is now in being. I think in most cases--I don't know about most cases, but perhaps now in most cases it would hold true, that a proposal that you would have to make for an administrative officer in a Division, for instance, would probably do all right with us simply because we haven't progressed far enough yet that we can supply the type of fellow all over the Agency that has the kind of training and background that we would like to see him have.

- 4 -

SECRET

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I also know it is very important that the administrative officers in the DD/I offices should know a great deal about their offices, their divisions, etc., but I also think they ought to know a great deal about administration, and no matter how good they are, I can't help but feel they would be a whole lot better if they had the administrative background that I would like to see them have. I also can't see that it is any more necessary to have the administrative officers in the DD/I or the Training or Commo areas familiar with the organizations they are serving, than it is to have them familiar with the area divisions in the DD/P. Certainly, in either case, they have to know intimately what their shop is trying to do, and know a great deal about the operation. Insofar as the DD/P area is concerned, we are having complete cooperation, and, as a matter of fact, they are bleeding us to get to feed more people than we can come up with -- I mean, they are coming up with people and proposing people for positions, and we are extremely happy to put those people into those positions.

3 What I am trying to emphasize is that this is certainly not an attempt on my part, or the DD/A area part, to build an empire or take control of the administration of the offices and divisions, or to do anything else except to render you what we think would be better service. That is the philosophy that I have in mind. Then, again, I have a practical problem which I have to look at, and I think we all ought to look at from an Agency point of view. We have people who, let's say, have been with the Agency for five years--in some cases longer--who have been here and overseas and who have done a good job. Let's say we have a man who is a grade 11 or 12, and he comes back from overseas and there isn't any grade 11 or 12 immediately available for his assignment in either my offices or the DD/P offices. If we look at this thing from an Agency point of view if there is a vacancy somewhere else, in Training or Commo or the DD/I area which this man can fill, I think from an Agency point of view he certainly ought to have a right to fill it and not be considered as one of those no longer necessary. I think from an Agency point of view that we must have that if we are ever going to have a career service. I suppose my Board is a little more complicated than most boards simply because we have these positions all over the Agency and we are trying and certainly hope to supply people that not only we think are qualified to do the job, but people who are acceptable to you.

- 5 -

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Security Information

We are, of course, five or six years behind the times, just like everybody else is five or six years behind the times, so what we would like to do in the long range, as I said earlier, is to bring in people at the lower grades and get them through our offices and give them the general background that they ought to have, and still get them to you in something less than the top administrative position so that by the time they are qualified for the No. 1 or No. 2 spot in your office they have had the administrative background and they also know a great deal about your office. We can't accomplish that overnight, but unless we start now we aren't going to accomplish it in another five years, either. So I feel in order to run a CD-A board that has Agency significance and meaning, that I have to have two things: first of all, I have to have some people to manage; and, secondly, I have to have some positions that build up a framework with which I can manage their careers.

3 I don't know about you, but at the moment we are almost living from hand-to-mouth. It's not really a question yet of managing people's careers very intelligently but of trying to fit people. We are going to have to settle down, like everybody else, under this personnel ceiling, and develop intelligent patterns to reach the ideal situation that I would like to reach. But I do feel we have to start now. I don't feel it is proper for one part of the Agency to withdraw completely from this program. If every part of the Agency did that there isn't any question but we would end up with a very, very second-rate service, and we could never hope to have an integrated departmental-field administrative system. We have our troubles today because we have people all over the world in administrative positions, with a man in a finance job who doesn't understand what the finance people are trying to do or the Agency's overall finance problem. We have the same thing with personnel, logistics, and other things. We feel, from the cooperation that we are receiving from DD/P, that we are on the road to licking this problem. It's not going to be licked very fast, but I certainly believe that in the long haul you will have, by accepting this principle, as good if not better administrative support than you have now. I certainly wouldn't think it would be right, frankly, to take some of your administrative officers that I know have been in those positions for five or six years, and say, "Now, tomorrow you either get yourself another job or you're out." I mean, I don't think that is

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the proper way to do that at all. Those people are perfectly competent, and some of them are excellent. I know many of them myself. But I do think that in order to make this thing work on an Agency-wide basis, if that person is looking to his office Career Service Board for his career then if and when he moves from that administrative position into a professional position, in keeping with his office pattern, that we should have something to say about who is going to fill that position. It may be your man who fills it, but I think in order not only to satisfy the philosophy but also to look to your obligations to people on an Agency-wide basis that we should work on this thing on an Agency-wide basis.

. . . Mr. Sheldon was called from the meeting . . .

MR. WHITE (Continuing): That, Kirk, is a summary of our thinking on this. Our Board has considered this pretty carefully, and we feel that our position is right.

MR. KIRKPATRICK: I don't think we ought to pursue the substance of the conversation in Ting's absence, but I feel this transcends, to a certain degree, just career service. I think this is more of a major issue, basically, because quite honestly this gets down to a one-Agency or several-Agency principle. It gets right into the heart of merger, as far as the DD/P area is concerned, and the attempt to get the DD/A and DD/P areas to live together in the same organization. And I think it is a fairly fundamental issue which we shouldn't try to solve precipitously or arbitrarily at this meeting, with the consequence that what I am going to propose when Ting gets back is that inasmuch as we have just received the DD/I's comments that we have those duplicated and defer further substantive discussion, with the exception of anything you gentlemen would like to bring up today, to the next meeting where we can get down to some brass tacks on it.

However, I would like to say this, from a personal point of view, having been involved in the career service system since its initiation, with the exception of an unavoidable absence, as I have always envisaged it when we issued career designations to individuals the idea was to allow the individual to select his profession, so to speak, within CIA, and admittedly we have encompassed several; and regardless of where he was working or what his assignment was, to always hold to that basic profession and always have that designation to which he could return,

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Security Information

whether he was a lawyer or a doctor, or whatever it might be. Actually we got a little away from it, to be perfectly honest about it, when we set up all of these Career Service Boards.

. . . Mr. Sheldon rejoined the meeting . . .

MR. KIRKPATRICK (Continuing): To take one example, Ting, in your area, which I speak to with a great deal of familiarity, having been in that office, to say that everybody in OO is a career designation is putting apples and oranges, and peanuts and popcorn all together, because you have documentary processing, you have field collection, you have radio monitoring, and you have a certain amount of research and analysis involved. So they are really different types. For example, to use myself personally as an example, I always would envisage my basic career as FI, through preference, through background, and everything else, and regardless of whether I was IG, or anything else, that would be what I would like to keep as my career designation. I think we all agree that we don't want to force individuals to accept a designation they don't want. I think we all agree that there are individuals, perhaps in administrative positions in the DD/I area and maybe other areas of the Agency, who basically would prefer to be intelligence officers rather than administrators, and perhaps we have the converse being true. But I really think, Ting, as I said while you were out, that this is too fundamental and basic an issue to try to rush into a decision or try to get the Board to take an arbitrary view on, so what I recommend is that we have your reply processed so the members of the Board can consider it, and unless some of the other members of the Board would like to put their views on record now, I would like to defer further discussion of this matter until next week.

25X1A9AMR.  That meeting will be next Monday. Is that too soon?

MR. KIRKPATRICK: Yes, I think it is, because we have such a terrific amount of paper here. Make it a week from Monday, unless you feel there is a great urgency?

MR. WHITE: No.

MR. KIRKPATRICK: But I think this is fairly fundamental.

MR. WHITE: I agree.

MR. BAIRD: May I ask Colonel White one question? Red, would you

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consider modifying your paper to include the choice of the individual, which to me is a fundamental principle and which is lacking in your paper. You quote several references. There is one basic reference to the career service program, and that is the right of the individual to chose.

25X1

25X1A9A MR. [ ] Notice [ ]

MR. WHITE: Well, we certainly don't want to force any individual. As I said, you could take people in OO that I know are good administrative officers, and I don't want to force any of them to become affiliated with the DD/A Board tomorrow. I mean, those situations would have to be worked out, but if he has chosen something else as his career, when that person goes on to his chosen career that is when we would like to step in and seriously consider who is the best man with the CD-A designation, or do we have a better man in the CD-A designation than you have to fill that position. I feel that in the long view, and I certainly agree with Kirk that there would be times when a man with one career designation will be doing some other job, but by and large those people who have chosen an administrative career as their career designation, should have available to them the administrative positions in the Agency to afford them opportunities to advance, broaden their experience, and so forth. But I certainly wouldn't propose that all of those very fine people who are in those positions now, just automatically be forced tomorrow morning to affiliate themselves with our Board, because I don't think that is right at all.

25X1A9A MR. [ ] I have one suggestion that is a compromise, that you might consider, and it's only from my own viewpoint. I have some administrative people who do not want to leave the house. They know our Career Service Board and they want to stay there. I can't convince them they are blocked forever because my top administrative job is so and so. If the DD/A had a Career Service Board that monitored all administrative people, and when they had a need for an administrative man in this component and this man in mine is eligible, they should come to me and say, "I can give this man a promotion, and I'll give you a good replacement." I would like that.

MR. WHITE: That is what we would hope to do. I admit, General, and to everybody here, that we are probably a little behind everybody else. First of all, we had to wait until everybody else chose their designations, before we

- 9 -

SECRET

SECRET

Security Information

got ours. But I think we are moving now. We figure our biggest problem at the moment is to solve this overseas rotation system. We have written a paper to every person overseas that hasn't said much, but we don't want to say more than we can live up to, but at least telling that individual, "You have been designated to our Career Service Board and we are looking out for you." But we are planning to have every person brought before the Board, or his record brought before the Board, nine months before his tour of duty overseas is up, and then through communication with the individual make selection as to what his assignment is going to be six months before he comes home, and also select his replacement. And I certainly think that in a very short time, if we have the cooperation of everybody on this thing, we could do exactly that.

25X1A9A [ ] I find it difficult to look after the promotions of the administrative people because I don't have the standards to compare them with. I can compare all the communicators and I ought to be able to compare the administrative people with your people in your shop, and everybody else's shop, but I can't do that.

MR. WHITE: Yes, sir, and as long as they do not have a CD-A career designation, and also, as long as we don't feel that we have the say-so in who is going to fill that slot we naturally don't take much interest in that fellow, so I think he also is suffering.

3 25X1A9A [ ] From my Office I would like to look at it the way they do in the military services. I get a finance man or a quartermaster man and if he is not satisfactory I can go back to the Chief of the Service, which is you. And I think my administrative people would be willing to have your Career Service Board look after their rotation overseas, and within the Agency, when they were sure the system would work. That is what they tell me. They say, "We choose our career designation as communications because we are familiar here. But they don't want to take a chance.

MR. WHITE: I certainly feel there is every reason for people to be apprehensive.

25X1A9A [ ] But they are actually blocking themselves.

MR. WHITE: It's working with the DD/P, and they have by far the most complicated area to deal with, and it very definitely is working with them.

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Security Information

25X1A9A

[ ] How do they do it? Do they have CD-A designations?

I haven't been able to convince my people to do that.

MR. WHITE: All of the administrative positions, both general administrative and special, such as finance, personnel, etc., in the DD/P area, are on the books, just as we are suggesting the rest of the Agency do it. If they want a Finance Officer they get one through Mr. Saunders. Just like in the Services, he's wearing the DD/P's shoulder insignia, so to speak, but his collar insignia is finance, and it's working. I know this is a long-range thing and it may take three, four or five years, but if we can ever get people in Washington in the central offices, and the departmental offices in Washington and overseas who have a common background and speak a common language, I think we've got our problem licked.

25X1A9A

MR. [ ] Doesn't this system enlarge the horizon for everybody who carries that particular designation?

25X1A9A

[ ] My people don't realize that. I think it does.

25X1A9A

MR. [ ] Intellectually they do, but emotionally they are not ready to take it on.

MR. KIRKPATRICK: There are two aspects to it: first, the process of education as to what is meant, and secondly, the sales job to show them it is a benefit to their career, and convince them they are not stepping out of a warm nest into a cold, wide world.

25X1A9A

MR. [ ] I think they are subterraneously worried about two things. One is the fear that we might get into a situation of administration for the sake of administration only, which is a very common ailment in this kind of business, and the other is that somebody might get the bright idea to use the administrative machinery to control operations. I think if we had some solid, ironclad assurances that neither one of those events will come about, everyone would feel much happier.

MR. WHITE: I think so, too. Certainly the philosophy which I believe in and try to expound is that we must not allow that situation to develop. You can't sit on one side of the fence forever. I mean, you take the Comptroller's Office, for instance, if his entire Office is going to be a departmental office and if he is never going to get people filtered through the financial system, we

- 11 -

SECRET

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Security Information

are going to perpetuate that kind of thinking, because if people stay on the other end too long they become the other end. It is only through this sort of personnel management or career development that we can really lick that state of mind.

3 MR. KIRKPATRICK: Well, gentlemen, at this point I recommend that we defer further discussion until the second meeting hence, and inasmuch as there are some rather fundamental items in the record, Mr. [ ] would you arrange to see that the record is made available to Mr. Sheldon, or anybody else who would like to study it? 25X1A9A

The next item on the agenda, Item 4, is "Selection of Permanent Career Staff", dated 10 November 1953, from the Professional Selection Panel, for discussion.

I would like to say, in introducing this item, that I think the Board owes a vote of thanks to the Professional Selection Panel for a labor of love in producing this paper, which I think has reflected the philosophy expressed at the Board meeting the last time [ ] attended. So, Bill, would you tender to the other members of the Panel, and [ ] would you prepare an appropriate note of thanks to them for their work? 25X1A9A

MR. HELMS: I suggest that it be included in their permanent records.

MR. [ ] The records of the individuals?

MR. HELMS: Yes.

4 MR. KIRKPATRICK: In presenting this Mr. [ ] notes in his covering memorandum that there are two questions raised, particularly, by paragraph 6, namely, should application for appointment to the career staff be mandatory or voluntary; and should all personnel presently on duty be automatically appointed to the career staff, or should they go through some suitable selection procedure? In order to start the discussion I would like to comment on those questions. I think the second question is much easier answered than the first, and my view on that is along the following lines. We have to recognize that all persons presently on duty with CIA had at least a moral commitment made to them by the Agency when they were brought in here, to the effect that there was a one-year probationary period and that they were then on a similar status with the rest of the Agency, which, in its simplest terms, is at the good will of the Director. 25X1A9A

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Consequently, having given a considerable amount of thought to how we get into a real career service system, which we must admit we are not in yet, it seems to me that when we have this booklet prepared on "What a Career Service in CIA Means to You", we should then accompany it with a questionnaire for each employee to fill in, at which time they will be given an opportunity to indicate whether they are willing or not to accept the obligation to serve when, where, and how the Agency wishes them to serve, as a career employee, with the understanding that if they feel they are here on a contractual basis, say two years' sabbatical from a university, or, to use the example of a young lady who has matrimonial plans, she undoubtedly would not be willing to sign up and say she was here on a long-term basis. I have discussed this with Mr. Sheldon, as I committed myself to do at a recent meeting of the Board in view of the fact that the DD/A took some exception to the obligation thesis, and with your concurrence, Ting, I'd like to read your memorandum on that subject, which reflects the understanding that we reached in our discussion.

(Reading)

19 November 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT : Restrictions and Obligations on CIA Careerists

1. At a meeting held 17 November 1953, the DD/I and the Assistant Directors in the Intelligence Area agreed in general to concur in the proposal that: "A CIA career employee accepts the obligation to serve anyplace in the world and at any time, and for any kind of duty as determined by the needs of CIA."

2. Because of the great concern, however, that the application of this obligation to DD/I personnel may be misunderstood, it was recommended that every effort be made to assure that it is made clear in reference to the standard that administrative procedures governing its application will, to the extent practicable, give full consideration to personal factors. It was the consensus of the group that without such special precautions, it would result in large numbers of DD/I employees failing to make application for the career service which must be avoided if we are to prevent the establishment of an "elite corps." It was also believed that the proposed obligation, without appropriate handling, would have a serious adverse effect on the recruiting of new employees to fill certain specialized types of positions in the DD/I Offices.

3. It is recommended, therefore, that reference to the standard always be accompanied by an appropriate statement clearly indicating that, although the primary consideration should and must at all times be the needs of the National Security, that administrative procedures governing application of the standard shall, to the extent practicable, give full consideration to the interests and special qualifications of the individual.

/s/ HUNTINGTON SHELDON  
Acting Deputy Director/Intelligence

- 13 -

SECRET

Security Information



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MR. KIRKPATRICK: Now, when Ting and I discussed this I pointed out that I thought the appropriate time to make that absolutely clear was when we circulated the pamphlet and this questionnaire to the employees, and put a preamble on the questionnaire more or less along those lines, stating that obviously this Agency, in its fundamental position in the National Security, had to know that its people were with it in times of crisis and stress. In talking to Ting I used the example that should we assume a crisis arising in which determination was made to decentralize the Federal Government, perhaps even to the extent of breaking up an Agency such as this, that perhaps some of the basic research offices, whose reason for being close to the center of the Government was not as great as others, might be decentralized to a safer region than the Capitol City, if at that time a large number of the researchers of this office declined to go, the Agency would be in a pretty serious position, and we would find ourselves with a lot of people leaving the Agency for personal reasons. They might not consider the crisis as great as the rest of the Government did, they might not like to live in Kansas City, or wherever it might be, and we would therefore be in a very difficult position. I also pointed out that, similarly, it should be understood that if we hired an individual who is an economist and a specialist on Soviet or satellite economy, it would be with the understanding that the bulk of the research work on that subject was done in Washington, but there might arise a time when it was urgent that we got somebody who was a specialist in this field

25X1A6A  or wherever it might be, and we would then want to call in the most qualified individuals, and that he would be expected to accept, within the realm of personal considerations. We might have to ask several to get one acceptance, but that might be understood. Consequently, the answer to the question would be an appointment through that procedure to the career staff. That would involve, then, everybody in the Agency who had passed the one-year probationary period and who is willing to sign a commitment that within their knowledge, at the time, they were willing to accept this obligation.

The preamble should also encompass a statement to the effect that the career employees would naturally be the ones that would be protected in the event of a reduction-in-force or other change in the size of the Government. I think with that sort of a presentation to the individual employee the chances of a

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misunderstanding or of any large segment declining to join the career service for reasons which I would consider to be artificial and unwarranted, would be obviated. Is that the generally accepted view of the Board?

Not hearing a large clamor to the contrary, I will go on to the first question, that is, should application to the appointment of the career staff be mandatory or voluntary?

Now, I would envisage as being effected simultaneously with the issuance of this questionnaire to all of our personnel, an indication to all individuals being recruited and brought into the Agency that we had a three-year provisional period or one-year probationary period, or whatever way it was phrased here, at which time they would be screened for appointment to the Career Service Board. We can't very well tell people now on board that we are changing the rules in the middle of the game. So, as of the date the Director would determine that would go into effect, the panel as herein described as the Professional Selection Panel, would start its operations in full detail, and we would then move into a real career service system. It would be my view that for the simple reasons of economy we, generally speaking, except for special cases where the professional qualifications or the individual's ability was so highly needed that we would accept them on a non-permanent basis, we would only accept those who indicated a desire to make a career in the organization. I say by reason of economy because when you take into consideration the cost of recruitment, the cost of security clearance, and then the initial cost of a new employee who really doesn't start to pull his weight for a period of several months, to accept them on any other basis, I think would be a very serious mistake.

25X1A9A MR.  At what point would this be asked? At the end of the first year?

MR. KIRKPATRICK: It would be made perfectly clear before the individual entered these doors, how the system worked.

MR.  On new employees.

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MR. KIRKPATRICK: Yes. And as far as the existing employees are concerned it certainly is voluntary. We don't have--correct me, if the General Counsel's staff can give a view--we don't have the legal right to make it mandatory.

MR. HOUSTON: As a condition of employment you could.

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MR. KIRKPATRICK: Yes, but then you are immediately in the position of possibly a moral reneging on prior commitments.

MR. HOUSTON: I was thinking of a case here that I know of, of a man who intends to make a career but he couldn't, in his own view, accept this condition. He couldn't make the application with these conditions. Is consideration given to those cases?

MR. KIRKPATRICK: I would think, then, in those cases if the individual was forthright and honest in making a statement that he was here to make a career but he couldn't sign the application, then I would think those cases would be up to the Board for consideration to see if the Agency would go along with them.

MR. HOUSTON: Under his present circumstances he can't accept these conditions, but he certainly intends to make a career.

MR. KIRKPATRICK: Any further comment on the question of voluntary or mandatory?

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MR. HELMS: Not on that precise point, but there is something that has been concerning me a little bit in connection with the first point that you raised. I don't disagree, which accounts for my silence, on the way you put this thing, but there is an attachment to it which I was wondering about. In the Foreign Service and, as I understand it, in the military service--maybe to a lesser or to a greater extent--there is a type of statutory restriction on the length of time that an individual can serve within the continental limits of the United States. I was wondering if in wording the conditions of employment with the career service, that we so highlight this point that they are willing to serve anywhere and any time, that we are not liable to wake up some day with some sort of a thing like that stuck on this, which would then, as far as the DD/I was concerned, have this place in an absolute uproar.

MR. KIRKPATRICK: You mean that Congress would put it on us?

MR. HELMS: If you highlighted this overseas aspect of it, that they would look to see how this was done otherwise, and would then say that every three years they would have to go out, which in this organization would be almost unmanageable.

MR. KIRKPATRICK: Unless Congress became unreasonable we could lick that by saying that at least one-third is a permanent domestic organization.

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MR. BAIRD: But they do a different type of work.



Are there any comments on the paper as a whole, entitled "Selection of Permanent Career Staff"?

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MR. [ ] I have a short one, Kirk. I think my understanding of the development of this is that whenever the Panel speaks here of the office Career Service Boards doing thus and so, that it is implicit in there that the head of the service is the one who is giving the final say-so to it. You can read it that the Board might be taking independent action. I don't feel that that was ever intended.

MR. WHITE: I had that one, too. As a matter of fact, much further than that, according to the way the paper is written, if you read it literally, the only time the head of the office is ever consulted is when he gets ready to appeal to the Deputy Director of Central Intelligence. I feel very strongly that if an office head is going to be responsible for the successful operation of his office he would certainly have to be the authority within that office as to who is going to work in what positions. Frankly, I would like to see the paper amended to make that quite clear. I think in most cases he would certainly concur in what his office Career Service Board recommends. But if he delegates his responsibility for the placing of all the people in there to a Board, then I don't see how he can be responsible for running an office.

MR. KIRKPATRICK: I think that should be stressed, because the Boards can't, in any way, take from the office heads their complete authority over all of their personnel.

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MR. [ ] Except in one or two cases the Chairman of each Board is the head of the office.

MR. WHITE: He may or may not be the Chairman.

MR. [ ] That was not intended. I think in one draft we had

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- 17 -

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"hereinafter referred to as a Board."

MR. KIRKPATRICK: Bill, I would suggest that you and Red see if you can work out the necessary modifications in language to make that perfectly clear.

MR. WHITE: I had one or two other general comments which maybe I'll get thrown out for, but in reading the paper--it may not have been intended that way--but I got this impression: Recognizing that it is difficult in many cases to really size a man up during a one-year period, and the desirability of having a three-year period to do that, where possible, that much greater emphasis is being placed upon the selection process at the end of the three-year period, at which time you have no legal authority to do anything about it, and less emphasis placed upon maximum evaluation during that first year, at the end of which time you have a very simple way of getting rid of the man if you don't want him. I don't say the paper intended to convey that impression, but that is the way it left me, that we were missing a bet at the end of that first year by not really pouring on an evaluation, and nailing down his supervisor and his office head, etc. There is a natural tendency on the part of the supervisor to say, "Well, I don't have to say this fellow is unsatisfactory for two more years." But at the end of that first year all you have to do is say the fellow is unsatisfactory, and legally we can get rid of him. If you let him go on through this three-year period and then you say, "We don't want him for our career staff", then we have no legal way of selecting him out, so to speak. It seems to me that would be a tendency toward developing what I don't think we want, and that is a group of second-class citizens.

MR. KIRKPATRICK: What you recommend, in effect, is that this paper strengthen the one-year selection period and make it perfectly clear that, at the moment, that is the only legal basis on which we can select them out, unless it is by concurrence of the individual, which I am sure it will be, in many instances, at the end of the three-year period.

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MR.  That is pretty difficult when an office has more than half of its recruits overseas.

MR. BAIRD: But you could still do it whenever possible.

25X1A9A MR.  That is why we are retaining both the one-year and the three-year period, to take care of the first year overseas tour.

MR. BAIRD: I didn't get that impression from the paper.

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MR. WHITE: Well, I may be wrong.

25X1A9A MR. [ ] We certainly didn't have in mind that the first selection process would be any less important or given less emphasis than the second, but we were assured on several occasions that Personnel was taking steps to try to make more effective the present system for evaluating people at the end of their first year, and that steps were being taken to make supervisors throughout the Agency more aware of the fact that that is the time to get rid of a man, if you can tell within that period that he is not the man you want.

25X1A9A MR. [ ] I think I ought to have somebody from my office--somebody the Selection Panel would nominate--go over this thing and some of the technical details. That action to be taken three months prior to a man's return from overseas, that would put an awful burden --

25X1A9A MR. [ ] That is standard procedure right now. That is no change from the present procedure. Everybody does that right now.

25X1A9A MR. [ ] Yes, but nothing happens.

MR. [ ] It could, though. That is what this Panel would insure it would do.

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MR. [ ] You recruit a man and the evaluation is made by a recruiter in the field who sees him for twenty minutes to an hour. His interview and PHS comes in and I read through it, the best I can, to figure out whether he is worth a try. You take him aboard [ ] for [ ] six to eight months and then he goes through the process [ ]

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25X1C4A [ ] and just about the time this action is being called for he is just arriving overseas and they can't do anything about him. About the only people we can catch are those who bust for security, moral or academic reasons. We're taking care of those, and we are eliminating those. I don't think I need take up any more time of this Board, but there are some things here that I think would make an awful burden on these Panels.

25X1A9A MR. KIRKPATRICK: Rud, would you and Bill discuss that with Commo?

MR. [ ] I think it might fall of its own weight if carried out in as much detail with people overseas. I can see how it would work at home if you have a man in your office and you're looking at him for nine months.

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MR. BAIRD: I think Dr. [ ] can help you, perhaps re-devising

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Security Information

your training evaluation form to give you more information than you presently get.

25X1A9A MR. [ ] It's easy to wash him out for academic reasons. That is factual.

25X1A9A MR. BAIRD: I mean more than that.

MR. [ ] I would certainly like to have help on it.

MR. WHITE: There is another one here. I don't know the answer to this one but I wonder if it is necessary that we automatically blanket in all persons now on duty who apply. Next to you (indicating [ ]), and maybe even more than you--I don't know--more individual cases come to my attention than that of the Personnel Office, that I certainly wouldn't like to consider career people. I could name quite a few just out of the air, people that we certainly don't want as career people. We have tried to figure out a way to get rid of them for years. Let's say there are several hundred of those people in the Agency, and I just wonder if it is necessary or smart for us to accept those people just because they apply, knowing full well that they don't meet the standards we are going to set for the fellow the very next day.

MR. KIRKPATRICK: Why don't you come up, then, with a system where we can eliminate them? (Laughter)

25X1A9A MR. [ ] I subscribe to what Colonel White said. I have at least a half-dozen people on probation now, as to whether we ask to resign.

MR. KIRKPATRICK: Do they know they are on probation?

25X1A9A MR. [ ] Yes.

MR. KIRKPATRICK: Then I think you are perfectly justified. But the ones Red is talking about are not on probation.

MR. WHITE: But as I read this any permanent employee who makes application as of now, would automatically be blanketed in.

MR. KIRKPATRICK: I think the answer is, as General [ ] has it, if they are on probation then they very obviously can't be blanketed in.

MR. WHITE: But a lot of them aren't on probation, Kirk. Maybe they ought to be put on probation, but a lot of them aren't. I could think of an awful lot of people that I would hate to see get any more equity in this Agency than they have already.

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Security Information

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Security Information

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MR. [ ] But the guardhouse lawyers will immediately make it more difficult to get rid of him. I think the office head ought to approve or disapprove the applications.

MR. BAIRD: Couldn't the Career Service Board pass on that?

MR. KIRKPATRICK: In view of the fact that this is still several weeks in advance of when we issue this application, I'd like to make the recommendation, Red, that you try to come up with a proposal which will not create a major morale issue, because with the number of people that we have, the actual number which you would really not want to accept is very small. It may be something to the effect of getting the supervisors concerned to call the individual in and say, "You are on probation." Then, when this is issued you could indicate that the employees on probation would not be considered.

MR. WHITE: I haven't thought the answer through. But we shouldn't blanket through anybody that an office Career Service Board or component head recommended against.

25X1A9A MR. [ ] I think they ought to recommend it before the deadline.

MR. KIRKPATRICK: As a matter of fact, that might be a good way to start your exit interviews.

25X1A9A MR. [ ] The trouble is, these things come up at odd times.

One fellow says, "You will have to give me my Grade 11 before I will go to this spot, and I won't go to any other spot." I may have certified him as permanent staff. I think there has to be some way to put them on and have them taken off.

25X1A9A MR. [ ] If he refuses a reasonable assignment then the Board would take him out of the career staff. He loses his status when he refuses a reasonable assignment.

25X1A9A MR. [ ] I have an arrangement now where if I have somebody I am doubtful about, I notify Personnel so that he won't get an automatic in-grade raise.

25X1A9A MR. [ ] Kirk, you say "the following is on the rolls as an employee", and whether he has been blanketed in or accepted into the career service or not, it makes it no less difficult and no more difficult to get rid of him.

MR. WHITE: It makes a lot of difference if you appear before the Board deciding to terminate him, and it makes the Board look ridiculous. It

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looks ridiculous if they recommend him for career service one day and try to fire him another day.

MR. KIRKPATRICK: I think Colonel White's point is that when we launch this program and get people to sign up, we are not going to get off on a good start when immediately thereafter a couple of hundred people are terminated. I think that is a beauty for the DD/A to come up with a solution on.

MR. BLAKE: Kirk, may I mention one problem? If this program should come to fruition within the next six to eight weeks, you might be faced with the problem, at the same time you are trying to implement this, of trying to explain to individuals who have for good and valid reasons been declared surplus to their offices and have no place to turn, whether they want to become members of the career service.

MR. KIRKPATRICK: If they have been declared available, they obviously will not be issued an application to sign unless they are located.

MR. BLAKE: But is that fair to an individual, to be deprived at that particular moment?

MR. BAIRD: They still have a career designation. Their Board may not have a job for them but they would still be considered as perfectly qualified employees, even though they haven't a T/O slot vacancy.

MR. KIRKPATRICK: Is there any further discussion of the paper as such?

MR. WHITE: Just one more comment and then I will stop. The paper does not provide that the office Career Service Board would receive any advice or assistance from the security-medical-personnel complex. I see no reason why the office Career Service Boards should not have the benefit of that advice. It isn't brought into this paper until you get up to the examining panel, whereas there is no reason why they couldn't work with their office Career Service Boards just as well as they could with the Panel. It might save a lot of work of the Panel.

25X1A9A MR.  I think that really originated when this Panel was hearing cases that we suggested that security, particularly, because they more often have some information bearing on these cases than anyone else, that they inform the office concerned before they bother to bring the case to the Panel. They objected to that on the ground that it meant they had to trot all over

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Security Information

Washington informing people about these cases; and, secondly, they would have to first present the facts to, say, the office head, and then on an appeal present them to the Selection Panel, and perhaps again to the Career Service Board, and they objected to putting it in writing.

MR. WHITE: I'll have to live with these boys on this, but I think their advice ought to be brought into play as early as possible along the selection process. I'm sure that some machinery could be worked out. I think they are doing that with you now, General.

25X1A9A MR. [ ] I don't anticipate any trouble there at all. Security comes right to us.

25X1A9A MR. [ ] I think we can work out a procedure whereby whenever any individual's case is starting through this whole process, each of those offices concerned--security, medical and personnel--is notified that the selection process on such and such an individual has started, and that if they have any information bearing on the case they should make it available. I don't see any objection to making it available to the office Career Service Board as well as to the CIA Selection Board.

(4) 25X1A9A MR. [ ] Sometimes it depends on what kind of information it is. You have to leave with Security and with Medical the right to decide to whom they are going to give that information.

MR. KIRKPATRICK: It is my suggestion that the paper, then, be accepted as presented except with the modifications suggested in discussion with the Communications Office as to any technical difficulties that may come up, and that it be implemented simultaneously with launching the whole program; in other words, I think it has to be implemented as of a specific date after the Director has approved it.

(5) Item 5 on the agenda is the definition of the career service, dated 9 November 1953, which is getting to be a perennial subject. We have had it for three, successive weeks. Unless I hear a strong motion to the contrary, we will consider it accepted.

Item 6 is the Junior Officer Task Force Report dated 9 November 1953, which I trust most of you have had a chance to read.

(6) I'd like to make the following observations on this Report. I think

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6 these young people have done us a service from the point of view of pointing out some of the problems that exist in the Agency, but probably more so from indicating the intensity of feeling on these problems. I don't think there are too many problems here which most of us haven't been aware of, and I do think there are some here that are pointed out as problems which really aren't. There are one or two--perhaps more--statements in this report which are in error, and there are several opinions expressed which aren't correct.

In view of the time, I see no purpose in an extended discussion.

25X1A9A MR. [ ] We are meeting next Monday. We can move this right to the agenda on Monday. We have the Women's Task Force Report available for distribution today.

MR. KIRKPATRICK: They certainly aren't going to read that before Monday.

1 25X1A9A MR. [ ]: No, they aren't. You have a special copy, Kirk, and it's smaller for everybody else.

May I suggest that we put this on the agenda for Monday and also a preliminary discussion of the Women's Task Force report?

MR. KIRKPATRICK: I would think so, and I would recommend, gentlemen, that on this Junior Officers Report if there are any specific matters which you wish to raise, that you do so, but generally speaking I think most of these problems are being coped with. I think it's more informational now than action.

6 25X1A9A MR. [ ] I'm not in accord with the career service mechanism that they set up. I think it's a little too elaborate. I don't need a permanent Chairman, but I need a permanent Executive Secretary of the Career Service Board.

MR. KIRKPATRICK: Well, I have been working on a plan, as I have indicated, for a reformation of the career service system, and I will have that for distribution to the Board in the next couple of weeks. My idea is that we can launch all of these simultaneously.

MR. HOUSTON: Would it be of interest to say one thing? This Junior Officer Report is like one of the most interesting discussions they had up at the Business School last spring. If you could declassify this in one way or

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another, it would be the same as for any industry. It compares in surprising detail and application. I don't think any of the private industries represented in those discussions have gone as far along as we have.

MR. KIRKPATRICK: On the new business: Item 1, Mr. [ ] is going to be necessarily unable to attend some of the future meetings, and in view of the extreme importance, at least in my thinking, of the next series of meetings of the Board, in which I hope we can wrap up all of these proposals that have been coming in this Fall, and get a new career service system adopted, John would like to propose that one of the PP Staff sit in for him.

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John, would you like to make the nomination?

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MR. [ ] I would like to nominate Mr. [ ] who has come aboard recently as a Special Assistant to Tracey Barnes. Although he lacks long experience in this Agency, he has had a great deal of experience in other Government agencies. He has a very nice, human, sympathetic touch about personnel matters, and I think the fact that he can view this rather objectively, coming into it rather cold, would be a help rather than a hindrance.

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MR. KIRKPATRICK: I met Mr. [ ] four or five years ago, I guess it was, when he was a Special Assistant to the Secretary of the Army, and I have heard very fine things of him. I would recommend the Board accept the nomination.

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I simply want to note, and actually this is addressed to both of us, Red, so I am not really crossing your bow, but the General Counsel has prepared proposed legislation on five items already, so they will be all ready to accompany the legislative report to the Director.

MR. HOUSTON: And, Ting, in answer to your specific request, while we prepare the special items we are also preparing them as a full introduction to the whole thing.

MR. SHELDON: I don't know how you did it so fast.

MR. KIRKPATRICK: I might say this sets a new record for General Counsel.

The last item is simply to mention to you two things which I think deserve attention and commendation by the CIA Board. I have here a memorandum to the OCD Career Service Board on a career development plan for one of their individuals which is exactly what I have in mind, that takes his career forward

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in the planning stage, that is about ten years, as to what he plans to do and the different steps. I think that is a very good step in the right direction. Then, along these same lines but perhaps with a little more of the advertising instinct, the Security Office has had printed these career development program forms which so look like the report cards my kids get these days, all the way through with their progress. I think that is also in the right direction. The only injunction I'd like to ask passed on to the component boards is let's get this thing formalized so that we can do it as an Agency and not as twenty-six different boards.

With that, thank you very much, gentlemen.

. . . The Meeting adjourned at 5:15 p.m. . . .

- 26 -

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